

Parks and Recreation Division 2004 Third Quarter Report

Introduction

The Omnibus Parks Ordinance (Ordinance 14509), adopted November 18, 2002, by the King County Council, included a reporting requirement for the Parks and Recreation Division. Specifically, the ordinance states:

“The division shall provide a written report to the council, filed with the clerk of the council, at least four times each year, by March 15, June 15, September 15, and December 15, and more frequently as directed by the council by motion, regarding the execution of the division’s duties and responsibilities as established in K.C.C, 2.16.045.E. Following transmittal of each written report, the division shall also make an oral presentation to the council. The written reports and oral presentations shall include, but shall not be limited to, information as to the division’s efforts in:

- A. Meeting revenue targets under section 7 of this ordinance;*
- B. Implementing entrepreneurial strategies including advertising, leasing and concession agreements;*
- C. Pursuing gifts, bequests and donations, including the value and sources of gifts, bequests and donations received;*
- D. Developing agreements with other organizations to provide recreation services;*
- E. Transferring parks and recreation assets within incorporated areas or potential annexation areas to cities; and*
- F. Community outreach and involvement.”*

This report responds to the reporting requirements of the Omnibus Parks Ordinance for the third quarter of 2004, and provides a broad picture of how the division is implementing the Parks Business Plan and the voter-approved levy that went into effect in January of 2004. This document is meant to serve as an up-to-date reference document as the executive, council, and soon to be established County Council’s Citizens Levy Oversight Committee review Parks and Recreation Division activities over the coming years. In that regard, the content and format of the document may evolve in the future to meet information needs in addition to fulfilling the reporting requirements of the Omnibus Ordinance.

The outline of this report is as follows:

- I. History of the Parks and Recreation Division since 2002
- II. General Overview of the Parks Division 2005 Proposed Financial Plan
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 - Forecasts 2005-2007

- III. Business Revenues
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 - Community outreach and involvement
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Section I. History of the Parks and Recreation Division Since 2002

Prior to 2002, the Parks and Recreation Division was a separate department largely funded by the County's General (CX) Fund. In 2002, a series of events occurred that significantly re-oriented the county park system:

- Due to the financial pressures of annexations and incorporations, initiatives, unfunded state mandates and declining revenues, it became clear that the county's general fund could no longer substantially support the county parks system.
- King County Parks and Recreation was re-organized as a division within the County's Department of Natural Resources (renamed the Department of Natural Resources and Parks).
- Under the threat of park closures, an independent Parks Task Force was appointed by the executive and county council to provide long and short term recommendations for stabilizing parks financially and operationally.

- The Task Force recommendations were presented in a Parks Business Plan. Among other things, it called for the division to:
 - Focus on regional and rural assets and programs;
 - Cut costs;
 - Immediately transfer local urban parks within cities to cities;
 - Transfer local urban parks within the urban growth area (UGA) to cities over time;
 - Establish partnerships as a way to enhance recreation without incurring substantial additional expense; and
 - Pursue entrepreneurial initiatives as a way to generate new revenue.

The recommendations were accepted by the executive and the council gave the division authority to implement the plan through the Parks Omnibus Ordinance (Ordinance 14509). Two key aspects of that ordinance merit mention:

- The ordinance specifically allowed the division the latitude to raise user fees and seek entrepreneurial revenue without specific council approval. (Prior to the ordinance, the division was required to obtain council approval for each fee change).
- To inform the executive, council, and public of its progress implementing the Business Plan, the division is required to prepare quarterly reports. The reports, while not approved by council, assist the council in its general oversight responsibilities.

Implementation of the Business Plan began in 2002. The most significant early achievement was the transfer of a number of parks and pools saving the division more than \$4 million annually. Programs were also re-focused and the work force was reduced by thirty-five percent (35%) for an additional \$5 million savings.

Still, the Task Force through its Business Plan recognized that user fees and entrepreneurial revenues would not alone be sufficient to support the county's regional parks and programs, and supported proposing a modest property tax levy to the voters for continued support in maintenance and operations. In May of 2003, a 4.9-cent per \$1000 property tax was approved by the majority of King County voters, to last for four years (2004-2007). Revenues from the levy were specifically earmarked for maintenance and operations of King County's regional and rural park facilities.

As prescribed by ordinance, in 2003 the Parks and Recreation Division began preparing and submitting quarterly reports to the King County Council. In many ways, 2003 marked the first year of transition of the division, as outlined in the Business Plan. In 2003, division revenues came from user fees raised to more closely correspond with those throughout the region and new entrepreneurial efforts, some (albeit significantly reduced) transfers from the general fund, and one-time inter-governmental transfers from funds such as the Surface Water Management fund and Road fund. As mentioned above, voters approved a property tax levy that went into effect in January of 2004, which is currently the single largest source of division revenues. This is the third quarterly report prepared since the Parks Levy has been in effect.

Section II. General Overview of the 2005 Executive Proposed Parks and Recreation Division Financial Plan

The 2005 Executive Proposed Financial Plan (Appendix A) outlines the division's forecast of overall revenues and expenditures from 2004 through 2007. At the time this report is being prepared, this financial plan is being considered by the county council as part of its deliberations on the county budget. The council is anticipated to adopt a county budget in late November 2004; subsequent quarterly reports will contain the final 2005 Adopted Budget. Although the financial plan could change as part of the council's budget adoption process, the executive proposed financial plan is presented here because it reflects more recent forecasts about division revenues and expenditures.

The 2004 funding structure for the division differs significantly from prior years because it is the first year the voter-approved levy is in effect. In 2003 the division was funded by a variety of sources including general fund revenues, inter-governmental transfers, and business revenues. Prior to 2003, the primary source of revenue for the Parks and Recreation Department was general fund revenues.

The financial plan's forecast of overall revenues and expenditures is outlined below. These forecasts were developed along with the preparation of the 2005 budget submittal, in the spring/summer of 2004. The figures revise earlier estimates based on more current information and recent experience. They are consistent with the executive budget submittal. Still, like any forecast, these figures may be influenced by unforeseen realities of daily operation, and are likely to change in the future as more information becomes available. The format of the financial plan is structured to conform to standard county budget forms and meant to provide an overview of information important to understanding the division's finances. However, the format of the financial plan and description of revenues and expenditures could also change in the future to fulfill information needs of the division, the Office of Management and Budget, and Levy Oversight Committee.

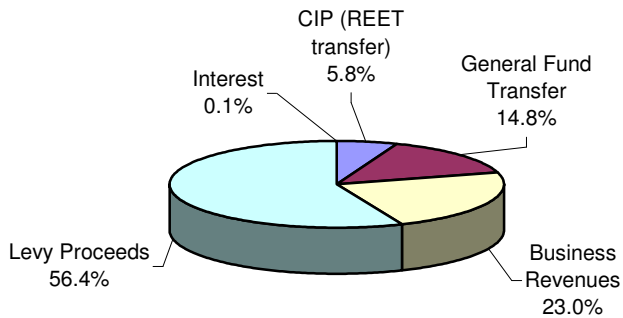
Overall Revenues

The 2005 Executive Proposed Financial Plan forecasts a total of \$20.05 million in 2004 revenues to the Parks and Recreation Division¹ as follows (Figure 1):

- Levy proceeds, estimated at \$11.3 million (56% of total);
- Interest earnings, estimated at \$0.02 million (<0.2%);
- Business revenues (described in more detail below), estimated at \$4.61 million (23%);
- Transfer from the general (CX) fund, forecast at \$3 million (15%); and
- Revenues from Real Estate Excise Taxes (REET), for Capital Improvement Planning (CIP), estimated at \$1.15 million (6%).

¹ The financial plan calls for 2004 anticipated revenues (\$20.048 million) to be greater than 2004 anticipated expenditures (\$19.4 million) in order to build up a modest fund balance, to help cover any future cost increases (or unanticipated costs) in the four year levy period.

Figure 1: 2004 Estimated Revenues



The 2005 Executive Proposed Financial Plan reflects some changes in revenues compared to the financial plan adopted along with the 2004 budget. Specifically, the changes are in two areas:

- A decrease in anticipated levy revenues (\$230,000). This estimate was revised downward because the forecast of 2004 assessed valuation (AV) made at the time the financial plan was prepared (2003) has proven to be higher than actual AV, mainly due to a slower commercial real estate market. In the first year of the levy, revenues equal the voter-approved amount (4.9 cents per \$1,000 AV) so a lower assessed valuation than forecast results in lower levy revenues than forecast. In subsequent years, levy revenues will be statutorily capped, so slower growth in assessed valuation would not likely impact levy revenues. Given the difference was so small there will be a minimal revenue difference.
- A decrease in anticipated business revenues (\$523,000). The revised estimate of business revenues (user fees, revenues from entrepreneurial efforts, etc.) reflects the division's assessment of such revenues that will be received in 2004. The revised estimate was made during the early summer, when the division was able to prepare a better estimate of business revenues for the remainder of the year (the previous estimate was made a year ago). The division has dramatically increased business revenues in the past (68% increase from 2002 to 2003) will continue to make every effort to maximize such revenues, and is optimistic that such revenues can be increased at least five percent (5%) a year. At the same time, it is prudent to prepare a financial plan that is based upon our most recent experience and accurately portrays the division's finances.

Overall Expenditures/Uses of Revenue

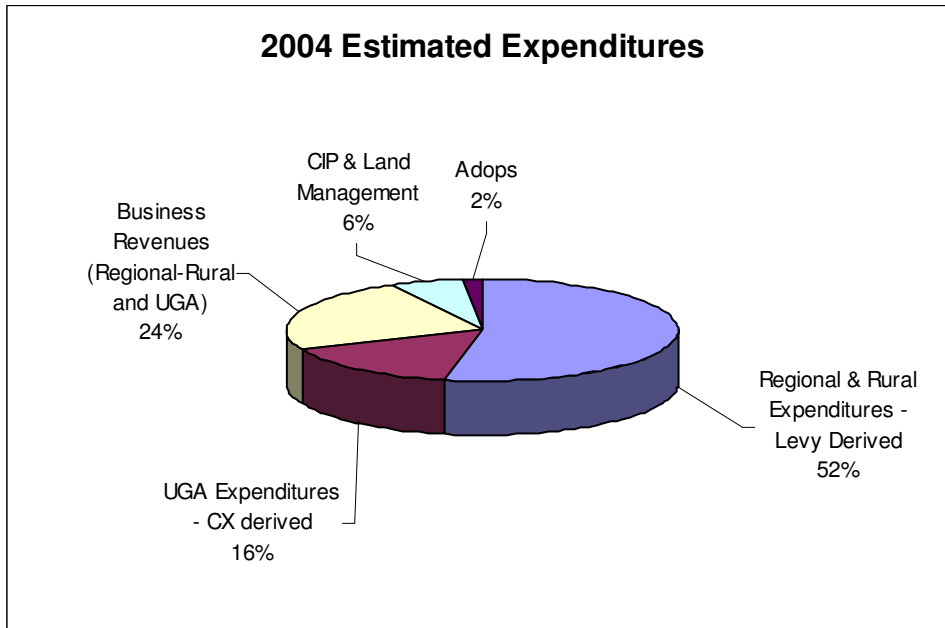
Overall expenditures are described below. However, at the outset it should be noted that there are constraints in the use of division revenues:

- The levy ordinance specifies that levy proceeds are to be used for rural and regional facilities, not local facilities in the unincorporated urban growth area (UGA).
- Local facilities and programs in the UGA are to be funded primarily by the general fund (CX) and business revenues generated by those facilities. It is anticipated that the UGA expenditures (and funding) will decline over time, as more of the UGA area becomes annexed by cities in the county.
- Entrepreneurial revenues generated by regional and rural facilities are not being used to support UGA facilities, and vice-versa. (Business revenues are generated by and used in UGA, regional, and rural facilities). Several regional facilities, while still subsidized, are making progress toward becoming self-sustaining.
- REET funds are to be used for administering the capital/land management programs. Capital project construction is funded through REET, but the capital fund itself is managed by the Facilities Management Division.

The Executive Proposed Financial Plan forecasts 2004 expenditures (the total operating budget) at \$19.4 million. This includes regional and rural expenditures forecast at \$10.3 million, UGA expenditures at about \$4.1 million, “non-UGA business revenue derived expenditures” at \$3.6 million, \$1.2 million for capital land management programs, and \$0.3 million for the ADOPs program (described below). Note that “non-UGA business revenue derived expenditures” are an estimate of expenditures using revenues generated by regional and rural facilities, such as Marymoor Park, the Fairgrounds, and regional pools. Figure 2 below shows the percentage of total expenditures associated with different categories in the 2004 Executive Proposed Financial Plan. The division will continue work with the Office of Management and Budget in refining this financial plan, and may further clarify these expenditure categories over time.

The financial plan forecasts \$300,000 of 2004 operating expenditures for the Association Development Operation Partnerships (ADOP) program, funded by the voter-approved levy. The division is currently working with approximately 18 groups that are interested in participating in the ADOP Program. In addition, there is \$300,000 in capital funds available for ADOPs programs. Initial review of potential partnerships indicate that a significant amount of currently available ADOP funds could be expended should agreements be entered into during this calendar year. We discuss potential partnerships in more detail in Section IV of this report, and will continue to provide updates on the ADOP program and allocation of funds throughout the year, in future quarterly reports.

Note that the 2005 Executive Proposed Financial Plan assumes a three percent (3%) underexpenditure division-wide for 2004. This is a change from the one percent (1%) underexpenditure forecast in the prior, 2004 Adopted Financial Plan. This revision is based on the division’s experience in the year thus far, and is intentional. It reflects significant efforts on the part of division management and staff to contain costs, due to a realization that levy and business revenues are likely to be lower than initially anticipated.



Forecasts 2005-2007

Out-year forecasts of expenditures and revenues contained in the Executive Proposed Financial Plan show annual increases in revenues and expenditures. In particular, several points merit mention regarding forecasts beyond 2004:

- The Business Plan calls for a decrease in county management of UGA facilities over time as UGA areas become annexed. Consistent with this, the Executive Proposed Financial Plan calls for a reduction of the CX transfer from \$2.96 million in 2004 to \$2.70 million in 2005. This reduction is primarily the result of the transfer of the Tahoma pool (a UGA facility) that occurred in the third quarter of this year. In 2005 and 2006, the Financial Plan assumes annual inflationary increases in the CX transfer used to support UGA facilities (under a status quo assumption of no annexations during the levy period). However, it is likely that the assumptions of CX revenues and UGA expenditures will need to be adjusted downward in future revisions to the Financial Plan as annexations and transfers of UGA facilities are accomplished.
- In general, the Financial Plan assumes annual increases of five percent (5%) in business revenues, reflecting the importance the Business Plan places on these new revenue sources. Note that 2005 business revenues appear not to increase from 2004. This is due to the transfer of the Tahoma pool, which was anticipated to provide over \$400,000 of business revenues.² In fact, accounting for the Tahoma pool transfer, the financial plan forecasts 2005 business revenues to grow by substantially more than 5% in 2005, based on anticipated success of aggressive efforts at generating new entrepreneurial revenues. The Omnibus Ordinance calls for the division to report on these revenues, which is the subject of the following section of this report.
- Forecasts are only made to 2007, the final year of the voter-approved levy. It is unclear what will happen after that date. The executive and the Parks and Recreation Division will work with the council and the Levy Oversight Committee, once it is appointed, to explore post-levy strategies.

² As reflected in its budget submittal (the decrease in the CX transfer between 2004 and 2005), the division was able to save substantially more than the \$400,000 in business revenues foregone due to the Tahoma Pool transfer.

- The Financial Plan is a dynamic document, and will be revised in the 2005 Budget Submittal to council, reflecting new information and recent experience.

Section III. Business Revenues

This section provides more detailed information on business revenues earned by the Parks and Recreation Division, which include funds received from user fees, entrepreneurial activities, and other non-governmental sources. In general, they include funds other than those provided by the voter-approved levy, the general fund, and inter-governmental transfers (e.g., REET).

As described above, the Parks and Recreation Division's 2004 Adopted Operating Budget totaled \$19.4 million. \$5.1 million was expected to come from business revenues. In the Executive Proposed 2005 Budget submittal, the division revised its forecast of business revenues for 2004. Table 1 below describes how the general categories of business revenues were revised.

A breakdown of the forecasts of 2004 business revenues is provided in Table 1.

Table 1: Parks and Recreation Division Forecast Business Revenues 2004

General Category	2004 Adopted Budget Forecast	Revised Forecast, 2004³
Aquatic User Fees	\$1,837,518	\$1,855,318
Field, Facility, & Other User Fees	\$1,869,497	\$1,758,123
Marymoor Parking	\$400,000	\$400,000
Misc. Enterprise Revenues (Including Concert Series)	\$875,000	\$447,350
Other Misc. Revenues (utility permits, grants, etc.)	\$146,188	\$144,500
Total Forecast Business Revenues	\$5,128,203	\$4,605,291

Table 1 illustrates that the major source of the downward revision in business revenues was miscellaneous concession or enterprise revenues. The division's 2004 budget contained an aggressive, optimistic estimate of new revenues to arrive from new concession agreements or non-traditional entrepreneurial efforts. While the division has experienced significant success in such efforts (such as the Marymoor Concert Series, Group Health naming rights, and SUBWAY restaurant concessions), such revenues take time to materialize.

Table 2 illustrates the division's recent history in generating business revenues. This table indicates that Parks and Recreation Division has been highly successful in generating and increasing business revenues over the past three years, since the development of the division's Business Plan. In particular, it shows that a large jump in business revenues occurred in 2003, following passage of the Omnibus Parks Ordinance when fees were increased to more closely meet the cost of providing service. It also shows that the 2004 revised estimate of business revenues, while it has been revised downward, still represents a 5% increase from 2003. This demonstrates that the division is building on its extraordinary success in 2003 and will continue to be aggressive in generating revenue. As explained in the previous section above, the division anticipates a significant increase in business revenues in 2005 (when more

³ This revised forecast is reflected in 2005 Executive Proposed Budget.

entrepreneurial revenues are anticipated to be realized such as naming rights and sponsorships), and five percent (5%) annual increases in such revenues in both 2006 and 2007.

Table 2: Annual Change in Business Revenues, 2002-2004

Year	2002 Actual	2003 Actual	2004 Revised Estimate
Business Revenues	\$2,601,151	\$4,376,849	\$4,605,291
Change from prior year actual		68%	5%

The remainder of this section discusses the results of the division's efforts to generate business revenues in the third quarter of 2004, where possible comparing results to those in prior years. Tables 3-5 below provide comparisons over time among certain categories of revenues that allow for a consistent comparison.

User Fees

Following an initial increase in fees in 2003 to more closely cover the cost of providing service, in 2004 the division made a modest increase in fees. In November 2003, the Parks and Recreation Division generally proposed a five percent (5%) fee increase for 2004 fees for most programs and activities. During the required 30-day public comment period, the division received only six (6) comments. By comparison, the approximate 50% fee increase from 2002 to 2003 had 240+ comments. The increased fees became effective January 1, 2004. (A summary of fee changes is provided in Appendix B).

Aquatics User Fees

The user fee revenues identified in the table cover the three unincorporated area pools (Renton, Tahoma, and Evergreen), the King County Aquatic Center, and the Cottage Lake and Vashon outdoor pools.

The following table identifies revenues for individual pools in the third quarter of 2004. Overall, pool revenues are up by about 1% compared to the same period in 2003. However, revenues are down from 2003 for several pools, including Vashon, Cottage Lake, Renton, and Tahoma, despite modest increases in pool fees. The 14% decrease in pool fees from the Renton pool could, in part, be due to the opening of a new pool in the City of Renton, dampening some user demand for aquatics. However, revenues from the King County Aquatic Center are up significantly. The strong growth in revenues from the KCAC are of particular note because this is a large regional facility, in line with the division's business plan. The Evergreen, Renton, and Tahoma pools are in the unincorporated urban growth area (UGA) and are likely to be transferred to cities or other entities over time. In fact, as discussed below, the county has executed the transfer of the Tahoma pool to the City of Covington, and will not receive revenue from that facility next year.

The relatively small growth in aquatic fee revenues since 2003 may be the result of a variety of factors. There may be increased competition from other pools and recreation activities that affects demand for such facilities. Price increases between 2003 and 2004 were much more modest than the significant increases that occurred between 2002 and 2003. There also may potentially be some price sensitivity in certain areas. Still, the division believes more revenues can be generated from pools, and will continue to seek opportunities to raise fees and adjust programs where possible and appropriate. In fact, the division is in the process of developing various fee adjustments for 2005, which will be reported to Council along with the next quarterly report.

Table 3: Aquatic User Fees, 3rd Quarter, 2002-2004

	3rd Quarter 2002	3rd Quarter 2003	% Change '02-'03	3rd Quarter 2004	% Change '03 – '04
Vashon*	24,813	41,519	67%	39,987	(4%)
Cottage Lake*	33,551	51,819	54%	45,059	(13%)
Evergreen	33,034	43,477	32%	44,218	2%
Renton	47,208	87,716	86%	75,107	(14%)
Tahoma	96,520	105,198	9%	96,340	(9%)
KCAC	69,346	150,296	117%	184,724	23%
TOTAL	304,472	480,025	58%	484,435	1%

* Facilities that operate only in the summer months.

Field and facility user fees

This category includes athletic field rentals, recreation programs, and applies to the fairgrounds, community centers, and all parks with ballfields or picnic shelters. As shown in Table 4 below, in aggregate, fee revenue from field and facility user fees, recreation programs, and the fairgrounds in the third quarter of 2004 is down about 12% to the same period for 2003.

The decrease in these revenues can be primarily attributed to the fairgrounds, particularly the King County Fair. Several factors contributed to the decline in revenues from the fair. The weather during the fair was abnormally hot for three out of four days, which appears to have significantly affected attendance and thus revenues. Other fair operations around the region also reported declines in revenues in 2004, perhaps due to a decrease in public interest for such activities. In addition, the division's concerted attempts this year to increase fair revenue by increasing attendance do not appear to have worked as hoped. The division attempted to increase attendance and promote the fair by having the opening day of the fair, a Wednesday, be "dollar day" where visitors would receive significantly reduced prices for admission and parking. (In previous years, the division had offered a "senior day" where senior citizens had been admitted free of charge). Attendance was high that day, but attendance was down from previous years on subsequent days of the fair when visitors were charged full price. While the hot weather the other days may have had an effect, it is possible that the "dollar day" strategy may have only increased attendance on that day. In addition, the division lowered admission prices in 2004 compared to the previous year, 2003, in the hope that this would boost attendance overall. However, paid attendance did not increase as much as hoped. While the lower-than-expected attendance may have been due to the hot weather, the decrease in admission prices and "dollar day" negatively impacted revenues.

The division has learned from this experience and has been working with the newly appointed King County Fairgrounds Board to develop a financial plan for the fairgrounds. The division submitted this financial plan to the County Council on December 1st of this year. The plan involves exploring ways to both increase revenues as well as reduce expenditures, so that the fairgrounds can break even over time.

Recreation program revenues since 2002 are relatively small and difficult to compare across years. In 2002, the division operated more recreational programs; since that time some facilities have transferred and fewer programs have been offered. 2003 recreation program revenues exhibit an increase over 2002 because approximately \$3,000 of parking donations were included. Generally, recreation programs are small, but a more stable revenue source than the chart appears to indicate.

Table 4: Third Quarter Field and Facility User Fee Revenues

	3rd Quarter 2002	3rd Quarter 2003	% Change '02-'03	3rd Quarter 2004	% Change '03-'04
Fields/Facilities	214,528	237,456	11%	243,968	3%
Recreation Programs	5,002	6,758	35%	3,370	(50%)
Fairgrounds*	700,137	711,388	2%	597,706	(16%)
TOTAL	933,465	955,602	4%	845,044	(12%)

*Includes revenues from the King County Fair and the Fairgrounds.

Enterprise Revenues

Enterprise activities are a somewhat catch-all term that includes new entrepreneurial initiatives or concessions – those in addition to traditional user fees that the division has implemented prior to the Business Plan. The Parks and Recreation Division continues to aggressively pursue such efforts. In 2003, such activities characterized as enterprise included implementation of a parking fee and concert series at Marymoor Park.

The 2004 Adopted Budget anticipates an aggressive target for enterprise revenue -- approximately \$1,275,000. This included \$400,000 from Marymoor parking fees, \$300,000 from the Marymoor Concert Series, and \$575,000 from other enterprise/entrepreneurial efforts. As part of efforts to prepare the 2005 budget submittal, the division revised forecasts of revenue anticipated in 2004. The revised estimate includes approximately \$310,000 of other enterprise revenues for such efforts as Group Health velodrome naming rights and a variety of other activities, discussed below.

Table 5: Enterprise Activities and Anticipated Revenue

Activity	2003 Actual Revenue	Revenue Anticipated in 2004 (2004 Adopted Budget)	Revised estimate of Revenue in 2004 (2005 Executive Proposed Budget)
Marymoor Parking Fee	\$295,436	\$400,000	\$400,000
Marymoor Concert Series	\$259,247	\$300,000	\$137,317
Other revenues*	\$282,368**	\$575,000*	\$310,033
TOTAL:	\$837,051	\$1,275,000	\$847,350

*The \$575,000 of other concession revenues anticipated in the 2004 Adopted Budget reflected new sources; none of these revenues were included in 2003.

**Includes some revenue received in 2002 after the books were closed, recorded in 2003.

Marymoor Parking Fee

The division implemented a one-dollar (\$1.00) parking fee at Marymoor Park in early 2003, producing a highly successful new stream of revenue, \$295,436 in 2003. The division first placed temporary honor boxes in each of the parking lots throughout the park and during the first quarter of 2003, finalized plans for a more permanent system. The system was approved by the council during the second quarter and was in place fourth quarter. The new automated machines issue dated receipts, some are solar powered, accept change and are more convenient. Due to the increased convenience, compliance with the parking fee appears to have increased. Additionally, a new booth installed at the east gate of the park, staffed during rush hour, has helped cut commuter traffic through the park. In a 2003 survey of parks users, 57 percent rated the parking fee “good” or higher, suggesting public acceptance and support of the division’s efforts to raise revenue in this way.

The 2004 Marymoor parking fee is unchanged at one dollar (\$1.00) per day. In the third quarter of 2004, the Marymoor parking fee generated \$107,454 in revenue, an increase of 33% over the third quarter of 2003 (for the year through the third quarter, parking revenues are up by about 48%). While some of this increase may be due to increased multiple-use sales, the results clearly indicate that the parking fee has become a robust and reliable source of revenue. The division will continue to develop ways to encourage compliance with the parking fee.

Concert Series

In 2003, the Parks and Recreation Division signed an agreement for a concert series at Marymoor Park that ran from early June through September 5th. The venue earned positive reviews from area media, patrons, and performers. The concert series was well received and generated \$259,247 in concert fees and concession revenues.

2004 marked the second year for the concerts at Marymoor. A strategy to hold fewer shows with greater attendance at each show did not grow revenues as anticipated. Through the third quarter of 2004, revenues from the Marymoor concerts were \$137,317, a decrease of 47% over 2003.

Revenues from the concert series are somewhat unpredictable, and to a large degree outside of the division's control. The division is somewhat dependent upon the entertainment market and the success of the promoter at securing popular and appropriately valued artists. The revenue from these efforts can be expected to vary from year to year. Nationally, concert revenues are down 35% - 45%. However, the concert series remains a popular amenity, significant revenue stream, and a highly visible source of revenue for the regional park system, symbolic of the continuing effort to be entrepreneurial as called for by the Business Plan.

Other Enterprise Efforts

In addition to the most visible efforts to generate enterprise revenue, the division has an array of other efforts underway to generate new enterprise revenue and implement new ways of doing business. The division anticipates a significant amount of revenue from new enterprise activities, and continues to set aggressive targets for such activities. After a little over one year operating under the Parks Business Plan the figure initially forecast for such revenues in 2004 has been decreased by about \$250,000 in the 2005 budget submittal. The Parks and Recreation Division's growing experience is that the timing and amount of such enterprise revenues as concessions, naming rights, and other efforts take time to materialize and not as many revenues now appear likely to be realized this year as originally anticipated.

However, the division continues to be aggressive—and successful—in seeking and implementing such entrepreneurial efforts, as evidenced by activities that have or are likely to take place this year:

- In early 2004, the division signed a large multi-year naming-rights agreement with Group Health Cooperative for the velodrome in Marymoor Park, and title sponsorship to the Friday Night Race Series. This is a three-year agreement with options for years four and five. The first year of the agreement (2004) was pro-rated and in the third quarter the county received \$96,352 (for 2004). Years two and three of the agreement (2005 and 2006), the county will receive \$120,000 per year. Gross revenue for the three-year agreement will be \$336,352. Projected net revenue (subtracting for printing costs, signage, wind screens, track panels, painted track logos, etc) for the three-year agreement is \$255,000.
- Staff recently completed negotiations with SUBWAY restaurants for a restaurant location at the Weyerhaeuser King County Aquatic Center. A construction timeline is in place and staff anticipates the restaurant to open for business in November 2004. In addition, staff is in final negotiations with SUBWAY for a restaurant location in Marymoor Park. The division anticipates signing an agreement in the fourth quarter of 2004 and an opening date of spring 2005. The division will continue to discuss additional opportunities with SUBWAY and other potential concession partners. This arrangement will result in a very significant (potentially 100% - 600%) increase in revenue over existing small service vendors/concessionaires.

- In the fourth quarter, the division anticipates issuing the annual Parks Request for Ideas and Proposals (RFI&P), in conjunction with procurement services. The RFI & P is an effort whereby the division seeks to partner with outside interests on various revenue-generating ventures consistent with the division's mission. This year division staff are creating an email postcard to introduce the RFI & P and is developing a more "business-friendly" format including photos, data, and the PDF of the Partnership with Parks program. Division staff has been meeting extensively with potential corporate and development partners in an effort to generate a significant number of quality responses to the RFI & P.
- Division staff has supported efforts in conjunction with the Lakeside Group, LLC to secure "Title Sponsorship" of the concerts at Marymoor Park. The 2004 series is titled the US Bank Concerts at Marymoor. Efforts to attract additional sponsors are ongoing.
- Division staff continues to aggressively pursue mutually beneficial and financially lucrative agreements through the *Partnership for Parks* program and Specialty Advertising programs. Division staff continues to meet with corporate partners including Starbucks, Group Health, and Comcast and are conducting phone and email negotiations with several other potential partners. Such partnerships take time to develop and complete, but significant progress has been made in developing opportunities.
- The division has recently expanded recreational vehicle (RV) camping opportunities, which have the potential to generate additional revenue for the division. Improvements were completed at Tolt MacDonald Park and at the King County Fairgrounds. In addition, RV camping was introduced at Marymoor Park.
- Division staff capitalized on an opportunity to generate revenue and promote county parks by hosting the *Disney Swim with the Stars Tour* at the Weyerhaeuser King County Aquatic Center in September, which provided county residents an opportunity to meet Olympic swimming stars. By developing premium seating opportunities, staff generated in excess of \$8,000 in revenue for the division. In addition, the event built considerable goodwill among potential corporate and swim community partners.
- The division anticipates a significant amount of miscellaneous revenue in 2004, for such activities as special use permits for utilities and other private uses of public land, junk/salvage of equipment. This estimate was based on historical revenues and knowledge of customer needs. Such revenues are difficult to predict and no comprehensive update will likely be available until the year-end; however, in 2003 the division exceeded its expectations for this area. For example, so far in 2004:
 - The Park Resource Section arranged the surplus sale of downed timber from a recent storm, which went to the highest bidder at \$13,106; and
 - The division has negotiated an agreement for the sale of gravel on a 26-acre portion of Maury Island Regional Park. The division will collect an estimated \$145,000 annually under the terms of the agreement, which begins in September 2004 and lasts until 2020.

Pursuing Gifts, Bequests and Donations

The division continues to pursue gifts, bequests, and donations. These efforts are often coordinated with many of our non-profit partners such as the Northwest Parks Foundation, Friends of Marymoor Park, and Serve Our Dog Area (SODA). So far this year, grants and donations valued over \$350,000 have been received, which include the following:

- A \$6,000 rural partnership grant to be used at the division's Three Forks restoration grant (applied for by the Two Rivers School in North Bend).
- Waterworks grants at Gold Creek (\$15,000) and Juanita Woods (\$49,000), in conjunction with park partners.
- \$3,000 worth of donations from Behnam Gallery (computer, printer, digital camera, etc.), to be used at White Center.
- \$2,500 from the SOAR Opportunity fund, for White Center.
- A Marymoor Park concert venue performers trailer, donated by a DNRP Waste Water Treatment project to Parks. The value of the trailer is approximately \$12,000 (a new trailer would cost \$22,000).
- A bench, valued at \$850, donated by the Sno-Valley Tolt Middle School.
- A donation of \$1,100 to the King County Fairgrounds by the Olympic Kennel Club, for the purchase of a wireless microphone system. Olympic Kennel Club also donated 28 canopies for use at the King County Fair this year. The free use of these canopies is saving the fairgrounds an estimated \$3,000 plus allowing us to enhance our picnic areas.
- A donation of custom made stairs for the conference center at the Fairgrounds from the Denise Scinick wedding (steps from the main room floor up to the stage). These stairs, estimated to be a \$1,000 value, can be used for other weddings and ceremonies.
- A donation of trees by Gorst and Hood Canal Nurseries, valued at \$28,000, to the park system (with a retail value between \$84,000 and \$112,000).
- A donation and planting of trees by Quadrant Corporation, valued at \$8,650, at Cavanaugh Pond.
- Third quarter cash donations of approximately \$378.
- A donation by Craig Olson of shrubs, trees and clematis vines, valued at \$500.
- A UASI (Emergency Preparedness) Grant of \$62,000, for updating the Parks and Recreation Division's Emergency Response Plan and purchase of 13 trucking containers for storage.
- A UASI (Emergency Preparedness) Grant of \$50,000, for the Parks and Recreation Division to develop a mass shelter care radiological emergency response plan.
- A donation of two new sets of soccer goals by the Issaquah Soccer Association for Klahanie Park, valued at \$3,600.
- A donation of 20 yards of infield soil for Big Finn Park, valued at \$588, by the Kirkland National Little League.
- An Eagle Scout donation of a wood storage bin at Tolt McDonald, valued at \$800.
- A donation of 500 yards of clean sand for use at the Fairgrounds Rodeo Arena, valued at \$10,000, by the Wastewater Treatment Division.

- Just over \$65,315 in additional grants, donations and sponsorships were awarded to date at the White Center Youth/Teen Program in 2004:
 - SW Weed & Seed \$54,000 (2004 – 2006)
 - Starbucks Foundation \$5,000
 - Neighbor to Neighbor Fund \$3,400
 - Seattle/King County Public Health \$1,000
 - Washington State Teenline \$1,000
 - Making Connections - Annie E. Casey Foundation \$ 915
- Approximately \$100 in donations associated with the concert series.
- In addition, the following grant and donation awards were received in 2003 for use in 2004:
 - \$915 grant from Annie E. Casey Connections Program – cooking program supplies
 - \$18,000 grant from SW Weed and Seed program – Homework Hotspot program support
 - \$300 donation from Sonics – 15 tickets
 - \$5,000 grant from Starbucks Foundation – poetry project funding

Other ongoing efforts to generate revenue or reduce costs

Employee Cost Savings and Revenue Team

This employee team continues to meet regularly and act as an initiator and sounding board for a variety of revenue-producing and cost-saving ideas. The team:

- Orchestrated the development of several new picnic shelters. Temporary “tent” shelters were placed on-site and utilized during the third quarter. Construction of permanent structures is underway. These structures generate revenue for the division because they can be rented out.
- Coordinated the procurement of pool slides, including the design, permitting, interface with the county health department. The slides will be placed on site as directed by aquatics staff. The slides will enhance the demand for aquatics facilities (and may be particularly popular at pool parties), enhancing pool revenues.
- Continues to review and coordinate the development of various park features to attract users and revenue, such as features to attract pets (e.g., the pet garden), and camping amenities.
- Constantly is encouraging and developing expanded concession and vending agreements as ways to enhance revenues.

Marketing and Advertising

Promoting the opportunities available at King County parks is an important element of efforts to generate entrepreneurial revenues. The division does not directly expend funds on marketing campaigns (except some seed money for the marketing of the King County Fair), but is creating “media based” events that generate valuable publicity and public awareness of the division’s facilities. These events represent a departure from business-as-usual, build equity among our constituents, and most importantly help create a business friendly environment for the Parks and Recreation Division that helps promote future revenue generating ventures.

Division and departmental staff have been very successful in securing valuable media coverage. Media coverage can be valued in monetary terms (the equivalent monetary amount necessary to purchase such advertising). The division estimates that media coverage secured in the third quarter was worth more than \$820,000. Some of the highlights include the following:

- Division staff negotiated partnerships in support of the “Pepsi Family Fourth”, a 4th of July event at Marymoor Park. Corporate partners included Pepsi, Master Builders Association of King and Snohomish Counties, Microsoft, Life Source, and Waste Management. The City of Redmond was the governmental partner. Fisher Communications – STAR 101.5, 570 KVI, and King FM 98.1 were the media partners. The event generated community enthusiasm, net revenues of approximately \$3,000, and in excess of \$270,000 worth of media coverage.
- Division staff applied the modest \$47,000 budget for marketing and advertising for the King County Fair into combined media coverage worth in excess of \$525,000.
- Division staff generated more than \$25,000 worth of media coverage for the September *Disney Swim with the Stars* program held at the Weyerhaeuser King County Aquatic Center, described previously.

Section IV. Other Business Plan Activities

This section describes ongoing efforts to promote several activities called for in the Business Plan: promoting partnerships; transfers of parks to cities and other areas; and community outreach activities.

Partnerships - implementing agreements with other organizations

The Association Development Operating Partnerships (ADOPs) program is the main strategy the division is using to develop agreements with user group organizations to enhance recreation services. The ADOPs program was conceived by the Active Sports Youth Recreation Commission (ASPYRe) and recommended by both it and the Task Force to provide grants to user groups and community-based organizations to develop, operate and/or maintain a public park or recreation facility. It is a concept that received strong support at public meetings and in surveys taken during the development of the Business Plan.

There is a total of \$600,000 -- \$300,000 in the division's 2003 capital budget and \$300,000 in the division's operating budget (from levy funds) for the ADOPs program. A 2003 Budget Proviso required that the council approve ADOPs program guidelines and criteria before allowing the Executive to implement the program. The King County Council adopted the motion to establish the ADOPs program guidelines and selection criteria on March 31, 2003 (See Appendix C).

The division continues to work with user groups to identify partnership opportunities. There are currently 18 ADOPs concepts for potential partnership projects and ADOPs grant proposals being developed by community-based partners. About 13 of these concepts have been formally presented and are actively being developed.

The division expects to implement its first two ADOPs grants and partnerships in the fourth quarter of 2004:

- Marymoor Velodrome Association partnership agreement and ADOPs grant to do improvements on the Group Health Velodrome at Marymoor Park; and
- Mirrormont Community Association partnership agreement and ADOPs grant to develop a new community park at the old Mirrormont School property.

In addition, the division recently successfully implemented an ADOPs partnership agreement (not involving a grant) on behalf of the Solid Waste Division for the ballfield development project with Kirkland American Little League at the closed Houghton Landfill and is currently renewing the agreement for the Remote Controlled (RC) plane flying field/facility at the closed Hobart Landfill. The division is also developing an ADOPs agreement for the Hollywood Hills Saddle Club Arena at the Woodinville Pit site on behalf of the King County Roads Division.

Several more ADOPs grants and partnership proposals are nearing final stages of development, with likely implementation of agreements occurring over the next couple of months. These include:

- Ballfield improvements at Big Finn Hill by Kirkland North Little League;
- Improvements to the rowhouse at Marymoor by the Sammamish Rowing Association;
- Development of the new Preston Community Park and Ballfield Complex (with 2 field-turf soccer fields) by Preston Community Club, Issaquah Little League, and Eastside Soccer; and
- A new backcountry bicycle trails facility at Duthie Hill, to be developed by the Backcountry Bicycle Trails Club.

Several other ADOPs proposals are in various stages of development. The overall response to the program from sports associations, recreation groups, and other community organizations has been very positive. As anticipated by the Business Plan, these proposals offer a means to enhance recreation opportunities in the county parks, enriching the quality of life in the region. For example, the division is also expecting a new partnership proposal from the Audubon Society, for a bird watching recreation area at Marymoor Park. We are excited about potentially enhancing this valuable recreation opportunity.

Transferring Parks and Recreation Assets

Transferring local parks to cities and focusing on rural and regional programs was a key element of the Business Plan. Consistent with the Business Plan, the transfer of parks and pools within the urban growth area is being discussed as part of a broader county annexation strategy. However, the division will seek to transfer properties in the advance of actual annexations whenever possible.

In the third quarter of 2004, the division has transferred the Tahoma Pool, located in the urban unincorporated area (UGA), to the City of Covington. This transfer has allowed the division to reduce its budget and CX transfer in 2005 by approximately \$250,000.

The division will continue to discuss opportunities to transfer various UGA facilities with other municipalities, consistent with the business plan. The Division has made significant progress transferring properties since the development of the business plan. At the start of 2002 the Parks and Recreation Division had a total of 10 local pools and 24 local parks and community centers inside incorporated boundaries. The total cost of operating these facilities was approximately \$7 million. King County has now completed transfer agreements on 10 local in-city pools, the Tahoma pool (UGA facility), and 21 local parks.

The parks and facilities that have been transferred include:

Auburn Pool	City of Auburn
Auburndale Two Park	City of Auburn
Beaver Lake Park	City of Sammamish
Bridle Crest Trail (Redmond)	City of Redmond
Des Moines Creek Park	City of SeaTac
East Auburn Athletic Fields	City of Auburn
Eastgate Park	City of Bellevue
Enumclaw Golf Course	City of Enumclaw
Enumclaw Pool	City of Enumclaw
Federal Way Pool	City of Federal Way
Fort Dent Park	City of Tukwila
Grandview Park	City of SeaTac
Jenkins Creek Park	City of Covington
Juanita Beach Park	City of Kirkland
Kent Pool	City of Kent
Lake Burien School Site	City of Burien
Lake Wilderness Park	City of Maple Valley
Lea Hill Park	City of Auburn
Luther Burbank Park	City of Mercer Island
Manor Hill Park	City of Bellevue
Mercer Island Pool	City of Mercer Island & Northwest Center
Mt. Rainier Pool	Cities of Des Moines & Normandy Park, & Highline School District
Northshore Pool	Northwest Center
OO Denny Park	City of Seattle
Redmond Pool	Northwest Center
Salmon Creek Park	City of Burien
Salmon Creek Waterway	City of Burien
Shamrock Park	Si View Metropolitan Park District
Si View Park	Si View Metropolitan Park District
Si View Pool	Si View Metropolitan Park District
South Central Pool	City of Tukwila
South Park Farm	City of Seattle
Tahoma Pool	City of Covington

The division continues to work with cities and parks districts on the transfer of the remaining local in city parks, including:

Bridle Crest Trail	City of Bellevue
Lake Heights Park	City of Bellevue
Coal Creek Park	City of Bellevue
Lake Sawyer Park	City of Black Diamond
West Hill Park	City of Bothell
Soos Creek Park	City of Covington
Sportsmen's Park	City of Enumclaw
Juanita Triangle	Finn Hill Park and Recreation District
Juanita Heights	Finn Hill Park and Recreation District
Sammamish Cove	City of Issaquah
Swamp Creek	City of Kenmore
Inglewood Wetlands	City of Kenmore
Tollgate Farm – middle site	City of North Bend
Slough House Park	City of Redmond (in final stage of execution)
Maplewood Park	City of Renton
May Creek Park	City of Renton
Sunset Playfield	City of SeaTac
Three Forks Natural Area	City of Snoqualmie

In addition to the transfer agreements and efforts identified above, the county has a long-term lease arrangement for the following facilities:

Gold Greek Lodge	Operated by Boys & Girls Club
West Hill Community Center	Operated by Boys & Girls Club

Community Outreach and Involvement

The King County Parks and Recreation Division has pursued broader and more aggressive outreach techniques as part of its new way of doing business. A significant step forward was a plan developed collaboratively with consultant Lee Springgate of the Point Wilson Group. The plan outlined a long-term public outreach strategy to help the division reconnect with the public, user groups, and decision-makers it serves. Per the Omnibus Parks Ordinance, this outreach strategy was delivered to the Clerk of the Council in February 2003.

Outreach activities include:

- *Reconnecting People to their Parks*, long-term outreach strategy developed collaboratively with The Point Wilson Group
- Executive listserve messages
- News releases
- User fee increase outreach
- Marymoor parking fee outreach
- Web page enhancements
- Regular meetings with park directors
- Briefings for Unincorporated Area Councils (Capital Forum, UAC Summit, North Highline)
- Quarterly meetings with City of Redmond regarding developments at Marymoor Park (monthly meetings during summer months)
- Hosting a County Council Town Hall meeting in the Clise Mansion garden at Marymoor Park, which focused on parks issues.

Executive Listserve Messages: During the third quarter of 2004, listserve messages were sent to highlight a national NACO award for the Parks Transition Plan, Parks' first major concession agreement with Subway, RV camping enhancements at Marymoor and the Fairgrounds, a noxious weed program and an owl release at Marymoor, and a West Nile Virus monitoring program by Parks staff.

Press Releases: The county issued nearly 30 news releases involving the Parks and Recreation Division in the third Quarter, 11 of them dealing with the King County Fair. Other highlights included press releases about:

- The division's new director, Suzanne Little
- A national NACO award for the Parks Transition (Business) Plan
- A visit by Olympic athletes to the Aquatic Center
- Parking improvements at Cougar Mountain
- A major concession agreement with SUBWAY
- Seeking public comment about a pet memorial garden at Marymoor Park
- Transfer of the Tahoma pool to the City of Covington
- A slambox program at White Center
- A willow removal project on the Sammamish River at Marymoor Park
- Parks staff participating in efforts to monitor West Nile Virus
- The release of a rescued Great Horned Owl at Marymoor Park
- The Highland Games at the King County Fairgrounds
- A water storage project that will bring improved trails and parking to Soaring Eagle Park
- A Pacific Northwest Swimming Hall of Fame induction at the KCAC.

Volunteer Program Activities

During the third quarter of 2004, a total of 31,712 volunteer hours were tracked. The division provides opportunities for youth and adults to participate in a variety of natural resource projects, recreation and aquatics programs, services, and special events on parks and natural lands, and in parks facilities. Volunteers enhance division services in a variety of ways--by providing additional projects and programs without additional expense, supplementing staff's efforts, and promoting citizen understanding of and assistance with park services, challenges and issues.

In the division's Regional Parks, Pools, and Recreation Section, 4-H adult and youth volunteers contributed 30,000 hours at the King County Fair in Enumclaw. Adult volunteers worked with teen participants at the White Center Park Teen Program in areas ranging from photography, racquetball and cooking instruction to graphic design support for a teen poetry magazine. Volunteers donated more than 50 hours of service at the Parks Information booth during the Marymoor Concert Series and the King County Fair. Students from Seattle Pacific University's CityQuest program provided volunteers for a number of projects including pulling Japanese Knotweed at White Center Pond.

In the division's Parks Resource Section (generally responsible for facility maintenance), 19 volunteer events were completed on King County Parks and Natural Lands. Over 250 volunteers provided more than 1,100 volunteer hours for Park's Resource Coordinators working at the King County Greenhouse, along the Sammamish River and in the Urban Forest areas of Marymoor Park, doing weed removal at restoration projects and trail building at Taylor Mountain and Soaring Eagle.

On September 17, nine projects on King County parks and natural lands were chosen by businesses participating in the United Way of King County Day of Caring including Microsoft, BECU (Boeing Employees Credit Union), Sterling Savings, and PACCAR. Projects ranged from ivy removal at Lake Geneva Park to a trail project on Taylor Mountain to painting the education center and teen lounge at the White Center Park Community Center.

Adopt-A-Park groups continue to be active with S.O.D.A. (Serve Our Dog Areas) contributing over 1,500 hours year-to-date. The Washington Native Plant Society continued its work on the Redtown Meadow Project at Cougar Mountain during the third quarter of 2004. The Adopt-a-Park program continued to provide opportunities for groups to help and maintain King County's 200 parks and 200 miles of regional trails. Over 25 Park Ambassadors are hiking trails, doing education presentations, and supporting park programs. Two new volunteers joined the Park Ambassador program in the third quarter.

The division continues to support a successful and expanding Volunteer Program. In 2004, the division is focusing on increasing volunteer opportunities in aquatics, at the fairgrounds and in recreation, as well as supporting and expanding volunteer projects in parks and natural lands on a project-by-project basis.

Appendix A
2005 Proposed
Parks 2004 Levy Fund
1451/0640

	2003 Actual ¹	2004 Adopted	2004 Estimated	2005 Proposed	2006 Projected	2007 Projected
Beginning Fund Balance	0	0	0	1,272,331	1,747,946	2,061,876
Revenues						
* Levy Proceeds ²		11,533,243	11,302,754	11,641,836	11,961,987	12,261,036
* Delinquent Levy Collections ²				120,793	164,681	201,522
* Interest ³		19,442	23,837	14,191	41,288	50,733
* Regional/Rural Business Revenues ⁴		4,090,063	3,567,151	3,953,612	4,151,293	4,358,857
* UGA Business Revenues ⁴		1,038,140	1,038,140	697,693	732,578	769,207
* CX Transfer ⁵		2,961,640	2,961,640	2,696,803	2,831,643	2,973,225
* CIP ⁶		1,154,342	1,154,342	1,289,070	1,353,524	1,421,200
* Homeland Security Grant				185,329		
Total Revenues	0	20,796,870	20,047,864	20,599,327	21,236,993	22,035,780
Expenditures						
* Regional & Rural Expenditures (Levy-derived) ⁷		(9,751,593)	(10,274,505)	(11,356,857)	(11,923,239)	(12,519,401)
* Regional/Rural Expenditures (Business Revenue-derived) ⁷		(4,090,063)	(3,567,151)	(3,953,612)	(4,151,293)	(4,358,857)
* Urban Growth Area Expenditures (Business Revenue-derived) ⁷		(1,038,140)	(1,038,140)	(697,693)	(732,578)	(769,207)
* Urban Growth Area Expenditures (CX-derived) ⁵		(3,022,082)	(3,022,082)	(2,751,839)	(2,889,431)	(3,033,902)
* CIP/Land Management Expenditures ⁶		(1,154,342)	(1,154,342)	(1,289,070)	(1,353,524)	(1,421,200)
* ADOPS Expenditures ⁸		(300,000)	(300,000)	(300,000)	(300,000)	(300,000)
* Homeland Security Grant Expenditures				(185,329)		
Total Operating Budget ⁷	0	(19,356,220)	(19,356,220)	(20,534,400)	(21,350,064)	(22,402,567)
Estimated Underexpenditures ⁹		193,562	580,687	410,688	427,001	448,051
Other Fund Transactions						
Total Other Fund Transactions	0	0	0	0	0	0
Ending Fund Balance	0	1,634,213	1,272,331	1,747,946	2,061,876	2,143,141
Less: Reserves & Designations						
Total Reserves & Designations	0	0	0	0	0	0
Ending Undesignated Fund Balance	0	1,634,213	1,272,331	1,747,946	2,061,876	2,143,141
Target Fund Balance ¹⁰	0	1,613,018	1,613,018	1,695,756	1,779,172	1,866,881

Financial Plan Notes:

1. Parks 2004 Levy Subfund was a new fund in 2004.
2. Levy Proceeds and Delinquent Levy Collections revised by OMB September 2004.
3. Interest Earnings based on an interest rate of 2.25% in 2004 Adopted, 2.35% in 2004 Estimated, 3.225% in 2005, 4.75% in 2006 and 5% in 2007, with 20 basis point investment service fee deducted; per DNRP's cash-flow/interest earnings analysis.
4. Growth rate of 5% for UGA and Regional/Rural Business Revenues in 2006 and 2007. 2004 Estimated and 2005 estimates based on experience and anticipated projects as of June 2004.
5. Growth rate of 5% for CX Transfer Revenue and Urban Growth Area CX-derived Expenditures in 2006 and 2007. The CX Transfer is used to cover costs in the Urban Growth Area (UGA); per financial plan approved by King County Council in adopting levy ordinance 14586.
6. Transfers from Fund 3160 and 3490 (backed by REET 1 & 2) for Capital & Land Management FTEs. 2006 and 2007 assume inflation rate of 5%.
7. 2004 Estimated remains as adopted and 2005 estimates are based on experience and anticipated projects. Regional/Rural Levy-derived, Regional/Rural Business Revenue-derived, and Urban Growth Area Business Revenue-derived Expenditures inflated at 5% in 2006 and 2007. \$1,461 for IT Class Comp included in 2006 Regional/Rural Levy-derived Expenditures.
8. Partially funds ADOPS program. Additional funds are in Parks CIP.
9. Estimated Underexpenditures 1% in 2004 Adopted. Estimated Underexpenditures 3% in 2004 Estimated, by design, to accommodate lower than anticipated regional business revenues. Estimated Underexpenditures 2% in 2005, 2006 and 2007. Estimated Underexpenditures include 2% Underexpenditure required for UGA Expenditures funded by CX Transfer.
10. Target Fund Balance is 1/12th of Total Expenditures (excluding Homeland Security Grant Expenditures).

Appendix B
2002 – 2004 Fee Increases

Facility Fee/Aquatics	2002 Fees	2003 Fees	2004 Up To Fees	Facility Fee/Aquatics	2002 Fees	2003 Fees	2004 Up To Fees
25 people or fewer -- Private Pool Rental	\$58.00	\$87.00	\$ 90.00	AC Banquet Hall - 1/2 w/kitch WENP	\$360.00	\$540.00	\$ 567.00
Diving Competition	\$46.00	\$70.00	\$ 73.50	AC Banquet Hall - Entire Facility	\$1,800.00	\$2,700.00	\$ 2,835.00
School District Shared Use (per area)	\$16.00	\$24.00	\$ 25.00	AC Banquet Hall - Grand Room (F-Sun)	\$725.00	\$1,087.50	\$ 1,141.88
School District Use (per area)	\$32.00	\$48.00	\$ 50.00	AC Banquet Hall - Grand Room (M-Th)	\$700.00	\$1,050.00	\$ 1,102.50
Special Interest Group -- Pool Rental	\$46.00	\$70.00	\$ 73.50	AC Banquet Hall - Grand Room hr (F-Sun)	\$75.00	\$112.50	\$ 118.13
Swim Team Rental -- Entire Pool	\$46.00	\$70.00	\$ 73.50	AC Banquet Hall - Grand Room hr (M-Th)	\$72.00	\$108.00	\$ 113.40
Swim Team Rental -- Per Lane	\$4.60	\$8.00	\$ 8.80	AC Banquet Hall - Grand Room hr WDNP	\$57.00	\$86.40	\$ 90.72
Synchro Competitions	\$46.00	\$70.00	\$ 73.50	AC Banquet Hall - Grand Room hr WENP	\$60.00	\$90.00	\$ 94.50
Water Polo Competition	\$46.00	\$70.00	\$ 73.50	AC Banquet Hall - Grand Room WDNP	\$560.00	\$840.00	\$ 882.00
5 week/6 person class - per lesson	\$4.15	\$6.50	\$ 6.80	AC Banquet Hall - Grand Room WENP	\$580.00	\$870.00	\$ 913.50
5 week/9 person class - per lesson	\$3.50	\$5.50	\$ 5.80	AC Banquet Hall - Lobby	\$150.00	\$225.00	\$ 236.25
5 week/12 person class - per lesson	\$3.00	\$4.50	\$ 4.70	AC Banquet Hall - Lobby hr (F-Sun)	\$50.00	\$75.00	\$ 78.75
Private Lesson, 1 student, 30 min	\$15.00	\$22.50	\$ 25.00	AC Banquet Hall - Lobby hr (M-Th)	\$30.00	\$45.00	\$ 47.25
Semi-private Lesson, 2 students, 30 min	\$12.00	\$18.00	\$ 20.00	AC Banquet Hall - Lobby hr WDNP	\$24.00	\$36.00	\$ 37.80
Public Swim Adult	\$1.85	\$3.00	\$ 3.25	AC Banquet Hall - Lobby hr WENP	\$40.00	\$60.00	\$ 63.00
Public Swim Disabled	\$1.50	\$2.25	\$ 2.50	AC Banquet Hall - Lobby NP	\$120.00	\$180.00	\$ 189.00
Public Swim Senior	\$1.85	\$3.00	\$ 3.25	AC Banquet Hall - Patio	\$150.00	\$225.00	\$ 236.25

Public Swim Youth	\$1.85	\$3.00	\$	3.25	AC Banquet Hall - Patio hr (F-Sun)	\$50.00	\$75.00	\$	78.75
Family Swim Adult	\$1.85	\$3.00	\$	3.25	AC Banquet Hall - Patio hr (M-Th)	\$30.00	\$45.00	\$	47.25
Family Swim Senior	\$1.85	\$3.00	\$	3.25	AC Banquet Hall - Patio hr WDNP	\$24.00	\$36.00	\$	37.80
Family Swim Youth	\$1.85	\$3.00	\$	3.25	AC Banquet Hall - Patio hr WENP	\$40.00	\$60.00	\$	63.00
Lap Swim Adult	\$3.00	\$4.50	\$	4.75	AC Banquet Hall - Patio NP	\$120.00	\$180.00	\$	189.00
Lap Swim Disabled	\$1.85	\$3.00	\$	3.25	AQC-Competition - Shared Facility LC	\$60.00	\$90.00	\$	100.00
Lap Swim Senior	\$1.85	\$3.00	\$	3.25	AQC-Competition - Shared Facility SC	\$50.00	\$75.00	\$	83.00
Lap Swim Youth	\$3.00	\$4.50	\$	4.75	AQC-Lobby/Concourse	\$43.00	\$65.00	\$	78.75
Drop In Water Exercise	\$4.00	\$6.00	\$	6.25	AQC-Photo Shoot Fee	\$150.00	\$225.00	\$	250.00
1 hr Card Punch Adult – 10 punches	\$37.00	\$55.50	\$	58.50	AQC-Practice - Diving	\$27.00	\$40.00	\$	44.00
1 hr Card Punch Senior – 10 punches	\$25.00	\$37.50	\$	40.00	AQC-Practice - HS	\$5.00	\$8.00	\$	12.00
1 hr Drop in Senior Exercise	\$2.80	\$4.50	\$	4.75	AQC-Practice - LC	\$10.00	\$15.00	\$	18.00
Locker Rental (Coin Operated)	\$0.25	\$0.25	\$	0.50	AQC-Practice - SC	\$4.60	\$8.00	\$	8.80
Shower	\$1.85	\$3.00	\$	3.25	AQC-Practice - SS	\$27.00	\$40.00	\$	44.00
3 Mth Sr Pass	\$55.00	\$82.50	\$	97.50	AQC-Practice - WP	\$27.00	\$40.00	\$	44.00
3 Mth Yth Pass	\$55.00	\$82.50	\$	107.25	AQC-Private Rentals - C Pool 121-150 people	\$152.00	\$228.00	\$	239.40
3 Mth AD Pass	\$90.00	\$135.00	\$	156.75	AQC-Private Rentals - C Pool 25 or fewer	\$75.00	\$115.00	\$	120.75
1 Yr Dsbl Pass	\$120.00	\$200.00	\$	240.00	AQC-Private Rentals - C Pool 26-60	\$100.00	\$150.00	\$	157.50
1 Yr Sr Pass	\$120.00	\$200.00	\$	273.00	AQC-Private Rentals - C Pool 61-90	\$120.00	\$180.00	\$	189.00
1 Yr Yth Pass	\$140.00	\$250.00	\$	312.00	AQC-Private Rentals - C Pool 91-120	\$145.00	\$220.00	\$	231.00
1 Yr AD Pass	\$230.00	\$350.00	\$	456.00	AQC-Private Rentals - R Pool 25 or fewer	\$58.00	\$87.00	\$	90.00
1 Yr Fam Pass	\$368.00	\$600.00	\$	624.00	AQC Data Handling per hour	\$14.00	\$25.00	\$	27.50
AC Banquet Hall - 1/2 no Kit hr (F-Sun)	\$50.00	\$75.00	\$	78.75	AQC Event Supervisor per hour	\$19.45	\$30.00	\$	35.00
AC Banquet Hall - 1/2 no Kit hr (M-Th)	\$30.00	\$45.00	\$	47.25	AQC Scoreboard per hour	\$14.00	\$25.00	\$	27.50
AC Banquet Hall - 1/2 no	\$24.00	\$36.00	\$	37.80	AQC Timing Console per hour	\$14.00	\$25.00	\$	27.50

Kit hr WDNP

AC Banquet Hall - 1/2 noKit hr WENP	\$40.00	\$60.00	\$ 63.00	AQC- Conversion Flat Fee	\$275.00	\$420.00	\$ 500.00
AC Banquet Hall - 1/2 w/Kit hr (F-Sun)	\$60.00	\$90.00	\$ 94.50	AQC-Copier per image	\$0.05	\$0.05	\$ 0.06
AC Banquet Hall - 1/2 w/Kit hr (M-Th)	\$45.00	\$67.50	\$ 70.88	AQC-Hy-Tek entries per athlete	\$0.25	\$0.50	\$ 1.00
AC Banquet Hall - 1/2 w/Kit hr WDNP	\$36.00	\$54.00	\$ 56.70	AQC-Minimum Maintenance per day	\$48.00	\$75.00	\$ 100.00
AC Banquet Hall - 1/2 w/Kit hr WENP	\$48.00	\$72.00	\$ 75.60	AQC-Staffing per hour	\$15.00	\$22.50	\$ 25.00
AC Banquet Hall - 1/2 w/Kitch (M- Th)	\$350.00	\$525.00	\$ 551.25	Inflatable Toy	\$8.50 - \$14.50		\$ 20.00
AC Banquet Hall - 1/2 w/Kitch (F- Sun)	\$450.00	\$675.00	\$ 708.75				
AC Banquet Hall - 1/2 w/kitch WDNP	\$280.00	\$420.00	\$ 441.00				

Picnic Reservations:	2002 Fees	2003 Fees	2004 Up To Fees	Field & Other Fees:	2002 Fees	2003 Fees	2004 Up To Fees
100 people or fewer WD		\$		Additional Gymnasium Hours	\$30.00	\$37.50	\$ 40.00
Only --Outdoor	\$55.00	70.00		Ball field Lights (per hour)	\$15.00	\$18.75	\$ 19.00
Category A	55.00	70.00	\$ 80.00	Birthday Party Package NA		\$40.00	\$ 40.00
Category B	55.00	70.00	\$ 75.00	Cricket Game	\$14.00	\$28.00	\$ 29.40
Category C	55.00	70.00	\$ 70.00				
100 people or fewer WE Only		\$		*Adult Soccer Field Use per hour	\$33.00	\$37.71	\$ 40.00
-- Outdoor	\$65.00	81.00		*Adult Baseball/Softball Field Use per hour	\$33.00	\$52.80	\$ 55.00
Category A	65.00	81.00	\$ 95.00	*Youth/Senior Baseball/Softball/Soccer Game per hour	\$7.00	\$7.00	\$ 6.00
Category B	65.00	81.00	\$ 85.00	*Youth/Senior Practice per hour	\$2.50	\$3.33	\$ 6.00
Category C	65.00	81.00	\$ 75.00				

				*Youth/Senior Softball/Baseball/Soccer Tourney per hour	\$15.00	\$12.00	\$ 15.00
101 to 150 WE Only --	\$			Scoreboard Usage (Non-Aquatics)	NA		\$ 10.00
Outdoor	\$90.00	115.00	\$ 200.00				
151 to 200 WE Only --	\$			Film Shoot – 1/2 day (less than 4 hours)	\$150.00	\$225.00	\$ 236.00
Outdoor	\$115.00	145.00	\$ 300.00				
201 to 250 WD & WE --	\$			Film Shoot whole day (4+ hours)	\$300.00	\$400.00	\$ 420.00
Outdoor	\$200.00	250.00	\$ 350.00				
251 to 300 WD & WE --	\$			Gymnasium Fee	\$30.00	\$37.50	\$ 40.00
Outdoor	\$300.00	375.00	\$ 400.00				
			Negotiated rate	Large Group Camping Site	\$75.00	\$100.00	\$ 105.00
301 + Alcohol Permit Fee			\$ 100.00	Meeting Room Fee	\$20.00	\$25.00	\$ 26.25
Electricity Turn-on Fee (picnic shelters)			\$ 20.00	Misc Recreation Programs	\$1.00 - \$200.00	\$75.00	\$ 100.00
Other Park Area Rental Fee (Ceremonies, etc)			\$ 500.00				

***Field use hourly rate in 2004/per game rate in 2002/2003**

Misc. Rentals	2002 Fees	2003 Fees	2004 Up To Fees	Misc. Rentals	2002 Fees	2003 Fees	2004 Up To Fees
AV Screen	\$5.00	\$10.00	\$ 10.50	Marymoor Annual Parking Pass	NA		\$ 100.00
Beverage Bar	\$25.00	\$45.00	\$ 47.25	Marymoor Quarterly Parking Pass	NA		\$ 30.00
Bleachers	\$25.00	\$50.00	\$ 52.50	Special Event Parking (any facility)	NA	\$10.00	\$ 20.00
				Parking Fee (When another applicable rate is not paid in accordance with requirements)	NA		\$50
Metal Detector Permits	\$12 - \$18	\$12 - \$18	\$14 - \$20	Moorage Fees	\$13.00	\$18.75	\$ 19.00
Individual	\$			Boat Launch Fee	NA	\$40.00	\$ 40.00
	12.00	\$12.00	\$ 14.00				
Family	\$			Camping - hookups	\$17.00	\$28.00	\$ 29.40
	18.00	\$18.00	\$ 20.00	Camping - Weekly (7 days) no hookups	NA	\$37.71	\$ 40.00
Overhead Projector	\$5.00	\$25.00	\$ 26.25	Camping - Weekly (7 days) with hookups	NA	\$52.80	\$ 55.00
Picnic Add Ons	\$5.00 - \$25.00	\$10-40	\$10 - \$60				
Staff Fee -- other than	\$8 - \$15.00	\$15-45.00	\$ 45.00				

specified

TV and VCR	\$10.00	\$35.00	\$ 36.75	Camping - Extra Vehicle Fee	\$6.00	\$7.00	\$ 6.00
				Yurt Rental Fee	NA	\$3.33	\$ 6.00
				Booth Rental Fee	NA	\$12.00	\$ 15.00
				Garbage Bag Dump Fee (Dockton - per bag)			\$ 10.00

Facility Fee/King County Fair	2002 Fees	2003 Fees	2004 Fees	Facility Fee/King County Fair	2002 Fees	2003 Fees	2004 Fees
Activity Hall, Youth Fairgrounds	\$225.00	\$285.00	\$285.00	Rabbit Barn, Fairgrounds	\$175.00	\$220.00	\$220.00
Activity Hall, Fairgrounds	\$450.00	\$575.00	\$575.00	Rabbit Barn - Youth, Fairgrounds	\$87.50	\$110.00	\$110.00
Arena - Youth, Fairgrounds	\$100.00	\$125.00	\$125.00	Rodeo Arena - Youth, Fairgrounds	\$250.00	\$315.00	\$315.00
Arena, Fairgrounds	\$200.00	\$250.00	\$250.00	Rodeo Arena, Fairgrounds	\$500.00	\$625.00	\$625.00
Arenas A & B - Youth, Fairgrounds	\$150.00	\$190.00	\$190.00	Camping - no hookups, Fairgrounds	\$12.00	\$15.00	\$15.00
Arenas A & B, Fairgrounds	\$300.00	\$375.00	\$375.00	Camping - w/hookups, Fairgrounds	\$14.00	\$20.00	\$20.00
City of Enumclaw P & R Contract	Enumerated	Negotiated	Negotiated	Shower Only		\$4.00	\$4.00
Concession Stand, Fairgrounds	\$75.00	\$100.00	\$100.00	Swine Barn - Youth, Fairgrounds	\$75.00	\$100.00	\$100.00
Conference Room, Fairgrounds	\$50.00	\$75.00	\$75.00	Swine Barn, Fairgrounds	\$150.00	\$200.00	\$200.00
Covered Arena - Youth, Fairgrounds	\$150.00	\$190.00	\$190.00	Ticket Booth, Fairgrounds	\$35.00	\$75.00	\$75.00
Covered Arena, Fairgrounds	\$300.00	\$375.00	\$375.00	Adult Fair Admission	\$7.00	\$8.00	\$8.00
Dog Barn - Youth, Fairgrounds	\$75.00	\$100.00	\$100.00	Senior Fair Admission	\$5.00	\$6.00	\$6.00
Dog Barn, Fairgrounds	\$150.00	\$200.00	\$200.00	Youth Fair Admission	\$4.00	\$6.00	\$6.00
Exhibit Hall - Youth, Fairgrounds	\$300.00	\$375.00	\$375.00	Fair Parking	\$4.00	\$5.00	\$5.00
Exhibit Hall, Fairgrounds	\$600.00	\$750.00	\$750.00	Bed and Feed	\$4.00	\$5.00	\$5.00
Field house - Fairgrounds	\$475.00	\$600.00	\$600.00	Cleaning Fee	\$120.00	Actual Cost	Actual Cost

Fieldhouse/Yth						\$110.00 -	\$100.00-	\$100.00-
- Fairgrounds	\$237.50	\$300.00	\$300.00	Damage Deposit		900.00	\$900.00	\$900.01
Horse Barn -								
Stall,								
Fairgrounds	\$13.50	\$17.00	\$17.00	Key Deposit		\$27.50-	\$27.50-	\$27.50-
Horse						\$300	\$300	\$301
Practice,								
Fairgrounds	\$3.00	\$4.00	\$4.00	Special Events		Variable	Variable	Variable
Livestock Barn								
- Youth,								
Fairgrounds	\$150.00	\$190.00	\$190.00					
Livestock								
Barn,								
Fairgrounds	\$300.00	\$375.00	\$375.00					

Appendix C
Association Development and Operating Partnerships
ADOPs Motion 11680